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SOMALIA: TRANSITION INITIATIVES FOR STABILIZATION

ANNUAL REPORT 2011

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SOMALIA: TRANSITION INITIATIVES FOR STABILIZATION

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Transition Initiatives for Stabilization is increasing stability in Somalia by:

- Increasing the visibility of, and confidence in, government through **improved service delivery**
- Creating **collaborative and strategic partnerships** among government institutions, the private sector, and civil society
- Increasing access to **peace, recovery, and development** information

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EXECUTIVE SUMMARY

This annual report summarizes the results of the U.S. Agency for International Development (USAID)-funded, DAI-implemented Transition Initiatives for Stabilization (TIS) program between April 1 and September 30, 2011.

During the reporting period, TIS implemented 12 grants worth US\$827,091, and had 84 grants pending worth US\$3,857,068.

Among its key stabilization results, TIS:

1. Supported 14 subnational government institutions to improve their service delivery in six regions of Somaliland, Gedo, and Lower Juba.
2. Strengthened five peace structures, at the national and regional levels, involved in peace and reconciliation efforts among conflict-affected citizens.
3. Facilitated 11 consensus-building processes, which resulted in nearly 90 strategic, quick-impact, peace dividend programs.
4. Facilitated two activities that brought together a diverse group of Somali society—including representatives of government, civil society, and the private sector—to collaboratively prioritize tangible stabilization initiatives. These initiatives will benefit more than 3 million people across Somaliland and South Western Somalia.
5. Developed distinct strategic rationales for stabilization initiatives in the Somaliland, Gedo, and Juba regions. The strategic rationale guided the TIS team in selecting the main stakeholders to form the collaborative partnership for each region. This core group of individuals and institutions, representing civil society, government, and the private sector, took a lead role in identifying key stabilization activities and will remain actively involved in program implementation and evaluation.



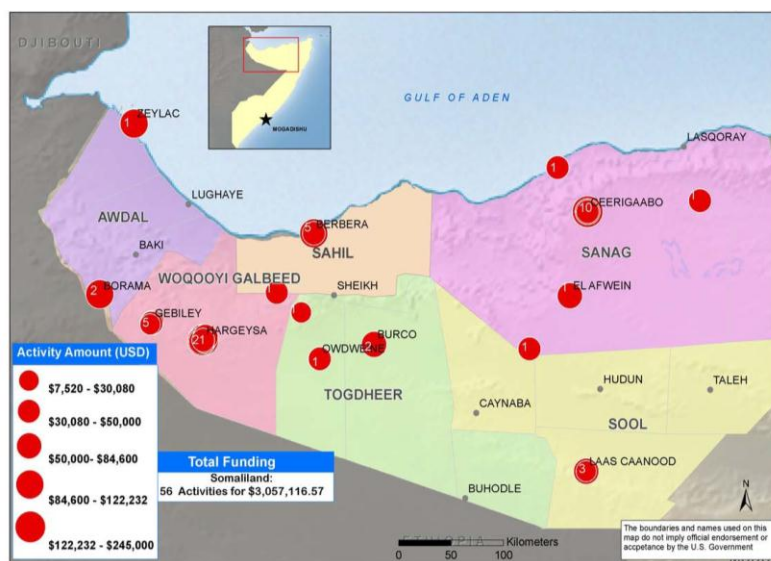
Sharing excitement: A meat seller at Erigavo's local market shares with fellow vendors and shoppers TIS's plans to construct a new market for the city. © DAI

BACKGROUND

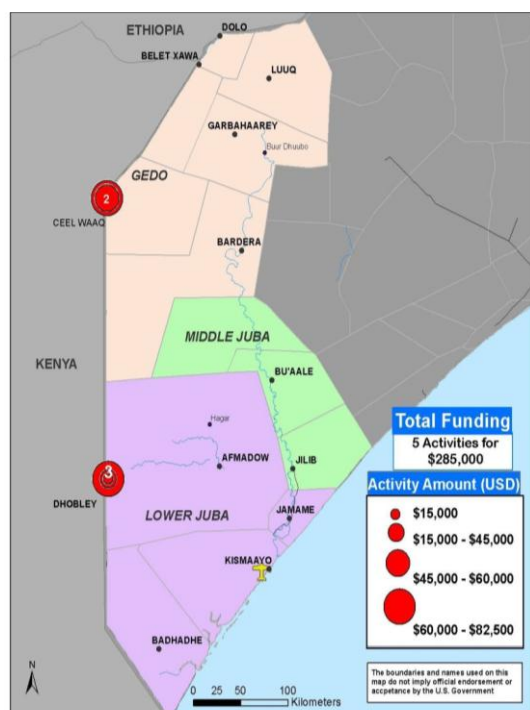
The Transition Initiatives for Stabilization (TIS) program, funded by the U.S. Agency for International Development (USAID) and implemented by DAI, responds to the complex crisis that has evolved in Somalia and the self-declared Republic of Somaliland.

Since the fall of the central government of Somalia in 1991, several regions—including Benadhir, Somaliland, and Puntland—have made significant progress in establishing state structures that serve as the foundation of a decentralized system of governance. Somaliland experienced peaceful democratic elections in August 2010 and the outgoing regime respectfully stepped down and upheld the election results, ushering in a new era of stability, accountability, and democratic legitimization.

USAID'S TIS WORK IN SOMALILAND



USAID'S TIS WORK IN THE KENYAN/SOMALI BORDER REGION



Meanwhile, in the Gedo and Lower Juba regions of Somalia, along the Kenyan/Somali border, the African Mission to Somalia made tangible advances in moving out Al-Shabaab; in February 2011, these two regions were under the control of the Transitional Federal Government (TFG). TIS seized this opportunity to consolidate the fragile peace and support the nascent structures of governance to promote security in the area by engaging with peace structures and local actors that have benefited from USAID capacity-building initiatives for the past decade.

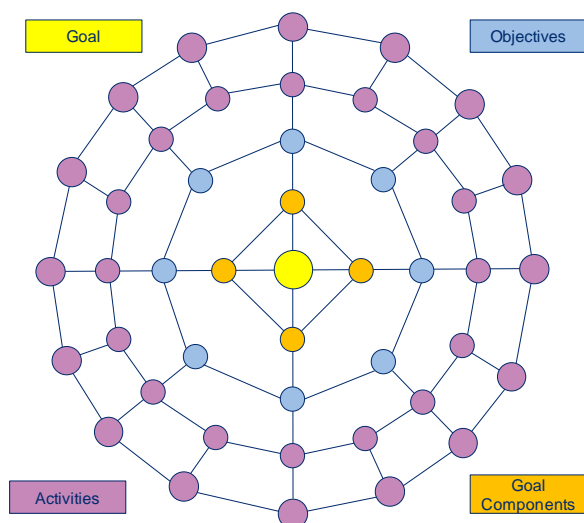
IDENTIFYING THE DRIVERS OF STABILITY AND INSTABILITY

Each of the light blue bubbles in the graphic at right represents a factor that TIS has determined must be achieved to realize stabilization in Somalia. To ensure that the program stays on track in promoting achievement of these factors, the team must be aware of the various elements that support—and undermine—them.

In the first month of program implementation, the TIS team engaged Patrick Noack, founder of Scenario Development, to facilitate a strategic planning session to map out the drivers of stability and instability. The workshop participants developed a survey tool (see Annex II) to predict possible future scenarios that will affect stabilization dynamics in Somalia. The questionnaire will be administered periodically to a representative sample of Somali society—government, civil society (organizations, youth, elders, women, religious leaders, etc.), and the private sector—to keep a finger on the pulse of the overall socioeconomic and political dynamics in Somalia.

Based on these rolling assessments of the dynamic political situation in Somalia, the TIS team will continually adapt its programming to respond to the changing landscape and factors affecting stabilization.

The TIS program attempts to move away from the traditional linear approach of isolated activities contributing to objectives. TIS activities are interconnected and together achieve a shared set of objectives that ultimately lead to a common goal—supporting stabilization in Somalia.



Adapted from the Scenario Development facilitation session (Patrick Noack, 2011)

FISCAL YEAR 2011: KEY RESULTS

The following is a summary of TIS's main activities and accomplishments for fiscal year (FY) 2011.

Program Objective: 1.0 Peace and Security

Program Area: 1.6 Conflict Mitigation and Reconciliation

Program Element: 1.6.1 Conflict Mitigation

Conflict transformation is a core objective of the TIS program. Recognizing that well-intentioned donor-supported projects in Somalia have sometimes exacerbated conflict dynamics, TIS applies a conflict transformative approach to the process of program design.

In this reporting period, TIS facilitated planning sessions for the self-declared region of Somaliland and for the Gedo and Lower Juba regions. Because the TIS team views the process of program development—engaging the right people who are genuinely committed to peace and stability—as equally important as the tangible quick-impact projects that result from the planning sessions, the team critically examined every institution and individual invited to these forums to ensure representation and ownership by a wide base of Somali society.

“CONFLICT TRANSFORMATION IS A CORE OBJECTIVE OF THE TIS PROGRAM.”

The Somaliland planning session involved 69 stakeholders (58 men and 11 women), representing national ministries, regional administrations, civil society, and the private sector. Similarly, the planning session for Gedo

and Lower Juba involved 22 stakeholders (18 men and 4 women) including local authorities, civil society representatives, private sector groups, and key individuals with insights into the history, current political context, and socioeconomic trends of the regions. The usual “gatekeepers” and people with vested clan or individual interests were not invited.

TIS leveraged two ongoing United Nations Development Programme (UNDP)-funded programs designed to promote a culture of peace and reconciliation in Somaliland and Puntland. TIS co-funded the Peace Caravan (*Geediga Nabaada*) activity through in-kind grants to the Ministry of Interior in Somaliland and the Ministry of Security in Puntland.

The peace caravan activity, implemented by KOW Media, a Somali organization, disseminates peace messages through drama, poetry, mobile cinema, and songs—all aimed at strengthening and reinforcing the importance of existing Somali traditional peace-building mechanisms and values. This activity also involves key ministries that play a lead role in peace-building activities, as per their mandate and policy, and links them to citizens living in often-neglected small towns and villages located far from the regional capitals of Hargeisa and Garowe, thereby strengthening networks and collaboration between the center and the periphery.



Program Objective: 1.0 Peace and Security

Program Area: 1.6 Conflict Mitigation and Reconciliation

Program Element: 1.6.2 – Peace and Reconciliation Processes

USAID has a long history of supporting and strengthening peace committees and regional administration and civil society networks working on conflict prevention, mitigation, and resolution along the Kenyan/Somali border. The TIS program builds on this support by collaborating closely with the ongoing USAID-funded Peace in Central and East Africa (PEACE) II project, implemented by Pact, which facilitates experience sharing, learning, and networking between peace structures in northeastern Kenya and Somaliland.

In March 2011, PEACE II organized a study tour for representatives from the Kenya National Steering Committee to the University of Hargeisa to learn from the experiences of programs implemented by the Institute of Peace and Conflict Studies (IPCS). In July 2011, Eastern Mennonite University sponsored an exchange visit for IPCS members to Wajir, Kenya, to learn from the successes of community-based peace-building structures and mechanisms in northeastern Kenya. In the fall of 2011, TIS facilitated the participation of IPCS Director Abdullahi Odawa in the PEACE II Annual Partners Meeting in Garissa, Kenya. Two significant presentations at the meeting were *Strategies for Ensuring Sustainability of Peace Work* and *Collaborative Peace System Strengthening*.

The Intergovernmental Authority on Development (IGAD) Division of Peace and Security, through its Conflict Early Warning and Response mechanism, is mandated to coordinate the development of regional peace and security strategies in the IGAD member countries. TIS partnered with the Somali Conflict Early Warning and Response Unit (CEWERU), responsible for coordinating subnational peace and security initiatives in Somalia, in organizing the TIS planning session for Gedo and Lower Juba.

“TIS SUPPORTS PEACE COMMITTEES AND CIVIL SOCIETY NETWORKS WORKING ON CONFLICT RESOLUTION ALONG THE KENYAN/SOMALI BORDER.”

CEWERU ensured that the TIS planning process included the right local networks and institutions including peace committees, local administrators, and private sector representatives from Dhobley, El Wak, and Belet Hawa. Furthermore, CEWERU facilitated participation of high-level TFG representatives from Mogadishu to secure buy-in and support from the central government for stabilization initiatives implemented in the fragile border areas of Gedo and Lower Juba. Somali CEWERU thus plays a critical role in ensuring that TIS activities connect the center with the periphery.

Program Objective: 2.0 Governing Justly and Democratically

Program Area: 2.2 Good Governance

Program Element: 2.2.3 Local Government and Decentralization

The explicit goal of TIS programs in Somaliland is strengthen institutions to improve government service delivery, thereby increasing the confidence of citizens in their government. In FY 2011, TIS engaged with six national ministries (Ministries of Planning, Interior, Information, Public Works, Education, and Foreign Affairs) and regional administrations representing all six regions of Somaliland. Since the Somaliland planning session in Djibouti in May 2011, the TIS team has been working closely with each of these ministries and regional administration representatives to develop quick-impact projects based on priorities identified at the planning session.

Similarly, in Gedo and Lower Juba, TIS works with two district administrations to support programs planned for El Wak and Dhobley, based on the priorities identified at the Garissa planning session in August 2011. TIS is promoting a culture of openness and increased accountability of the local governments to the constituents they serve by creating forums for dialogue and discussion on how projects identified in the TIS planning sessions are implemented and supported.

TIS supports two activities linked to stabilization that were developed before the Djibouti planning session: technical assistance to the Ministry of Education to coordinate ongoing education sector activities, and legal advice and associated capacity-building support to the Ministry of Foreign Affairs in its negotiations with investors interested in developing the Berbera Port.

During the USAID/Somalia stability mapping exercise facilitated by Patrick Noack in April 2011, improved economic growth was identified as a key contributor to stabilization in Somalia. By helping the Ministry of Foreign Affairs negotiate favorable terms, the development of the Berbera Port could result in employment generation for Somali youth, opportunities for private sector development and trade, and increased revenue for the Somaliland Government.

Decades of civil war in Somalia resulted in the near collapse of the education sector, with serious implications for the future of stability in the country. While several donors—including UNICEF, the European Commission, UNDP, and USAID—have invested heavily in the sector, there was need for improved coordination and communication of education activities in Somalia. Appreciating this need, TIS facilitates technical assistance to help the Education Sector Committee improve education service delivery through enhanced coordination between Ministries of Education and the various working groups that have been established. Through this activity, TIS supports Ministry of Education and subnational education sector entities in Somaliland, Puntland, and South Central Somalia.

Program Objective: 2.0 Governing Justly and Democratically

Program Area: 2.2 Political Competitions and Consensus Building

Program Element: 2.3.1 Consensus-Building Processes

In the Somali context, consensus building is a key element in mitigating conflict and ensuring widespread support for new initiatives. With this consideration in mind and to ensure Somali ownership in the entire process of identifying stabilization priorities, TIS facilitated 11 consensus-building processes for Somaliland, Gedo, and Lower Juba through a collaborative partnership framework involving government, civil society, and the private sector from the national and regional levels. TIS facilitators guided the stakeholders through a series of exercises including community resource mapping, ranking the main drivers of stability and instability, to ultimately come up with priorities for tangible programs with associated budgets. Interestingly, in the Somaliland planning session, participants allocated the highest budget to the neglected remote region of Sanaag, a clear testament that the group was willing to look beyond the interests of their individual constituencies and think in terms of broader long-term stability for Somaliland as a whole.

The table below shows the distribution of funds by the Somaliland Government during the consensus-building sessions:

No	Ministry/Municipality	Amount
1	Information	\$350,000
2	Public works	\$350,000
3	Interior	\$480,000
4	Hargeisa and Gabiley	\$400,000
5	Berbera and Sheikh (Sahil)	\$200,000
6	Las-Anod and Aynaba (Sool)	\$200,000
7	Erigavo, Mayd, Badhan, Gar-Adag and El-Afwayn (Sanaag)	\$550,000
8	Borama and Zeila (Awdal)	\$250,000
9	Burao and Odweyne (Togdheer)	\$220,000

In Lower Juba, two consensus-building processes resulted in two agreements worth \$150,000 each for Dhobley and El Wak (TIS activities are implemented through in-kind grants, and cash is not given to any government entity or nongovernmental organization). Some of the tangible peace dividends that emerged from the planning sessions for Dhobley and El Wak include the construction and/or rehabilitation of maternity wards in existing hospitals, classrooms for primary schools, community centers to provide a neutral space for mediation for all members of society, government offices to improve service delivery and provide space for constituents to engage with their government representatives in a professional setting; markets for increased economic activity, roads to improve access to markets and social services; football stadiums to engage youth in social activities, and women's centers to give women a safer space within which to conduct livelihoods opportunities. In addition, the sessions identified the need for improved garbage collection through provision of trucks to improve hygiene and sanitation in rural areas and increased access to clean water.

In addition, when there are changes or programmatic deviations from the agreements reached at the planning sessions in Djibouti and Garissa, members of the collaborative partnership reconvene to discuss, debate, and finally come to an agreement on any proposed changes. USAID requires the minutes of such consensus-building meeting to authorize changes.

The Mayor of El Afweyn explains to TIS staff and members of the El Afweyn community where the mayor's office will be established.
© DAI



ANNEX A

	FY2011 Targets			FY2011 Actuals			FY2012 Targets			FY2013 Targets			FY2014 Targets		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
1.1 Number of people from 'at-risk' groups reached through USG supported conflict mitigation activities (IOM/DAI)	0	0	0	334	15	349	36000	14000	50000	36000	14000	50000	14400	5600	20000
1.2 Number of USG-supported activities that demonstrate the positive impact of a peace process through the demonstration of tangible, practical benefits (IOM/DAI)	0		0	3		3	105		105	55		55	35		35
1.3 Number of individuals who received USG-assisted training including management skills and fiscal management to strengthen local government and or decentralization (IOM/DAI)	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
	0	0	0	0	0	0	144	56	200	252	98	350	36	14	50
1.4 Number of sub-national government entities receiving USG assistance to improve their performance (IOM/DAI)	0		0	14		14	30		30	20		20	20		20
1.5 Number of peace-building structures established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation process (IOM/DAI)	0		0	5		5	12		12	12		12	10		10

	FY2011 Targets			FY2011 Actuals			FY2012 Targets			FY2013 Targets			FY2014 Targets		
1.6 Number of USG-assisted consensus-building processes resulting in an agreement (IOM/DAI)	0		0	11		11	24		24	24		24	5		5
1.7 Number of persons whose livelihood opportunities are improved as a result of USG-funded workforce development programs (IOM/DAI)	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
	0	0	0	0	0	0	3185	1265	4450	3900	0	3900	2590	0	2590

ANNEX 2

Interviewer Reference Sheet: TIS Survey Questions

Tips for Asking Questions:

To keep response times manageable, interviewers should make this clear that only the 2-3 most important things are needed in responses to each question

Remember that most questions are 'layered', so care must be taken when making notes to ensure that the linkages between the different layers of answers are preserved.

Primary Questions (Ask every time)

1a. Waa maxay labo ilaa seddex dhibaato oo kaa hortaagan ama iska kaa hortaagi kara in aad ku noolaato nabad iyo nolol horumar leh? Waa maxay saameynta ugu muhiimsan oo arimahaas ay kugu yeeshaan, What are the 2-3 most important problems preventing you (or the people your organization is trying to help) from a living reasonably peaceful and fulfilling life? What are the most important effects these factors have on you (or them)?

1b. Waa maxay labo ilaa seddex arimood oo saameyn kara dhibaatooyinkaas ama dadka awood u leh in ay sii wanaajiyaan ama xumeeyaan? Sidee ayey arimahan u wanaajin karaan ama u sii xumaan karaan? What are the 2-3 most important influences or people that have the ability to make these problems worse or better? How can they make things better or worse?

2. Waa maxay labada ilaa seddexda horumar ee ugu muhiimsan ee ku imaan kara siyaasada? Soomaalida ee seddexda ilaa shanta sanno ee socda? What are the 2-3 most important future developments likely to occur in Somali politics in the next 3-5 years? Where will these changes occur?

Prompts:

Isbadalka arrimaha (Change to do with):

- Maamulada abuurmaya (Emerging administrations)
- Saameynta qabiilka (Clan influence)
- Kala qeybsanaanta qabiilada (Clan divisions)
- Dib u mideynta gobollada burburey (Re-unification of fragmented regions)
- iskuraaca dowladnimada (Consensus on governance)

Not used in Somaliland

3. Waa maxay labo ilaa seddex isbadel oo aad muhiim u ah oo ku imaan kara ku dhaqanka diinta iyo dhaqan-ka shanta-tobanka sanno ee soo socda? Maxaa joojin kara isbadeladaas aad

magacaawdey? What are the 2-3 most important changes that will take place in the practice of Somali culture and religion over the next 5-10 years? What could prevent the changes you identified?

4. Waa maxay labo ilaa seddex caqabado oo shacabka ka hortaagan in ay ka qeyb qaataan geedi socodka siyaasada? Yaa ku ah caqabad ama maxaa keeno caqabadahaas? What are the 2-3 main barriers to people's political participation? Who or what imposes these barriers?

Prompts:

Caqabadaha (Barriers related to):

- **Hay'adaha dowliga** (Public institutions)
- **Doorashooyinka** (Elections)
- **Dowlada hoose** (Local governance)

Secondary Questions (Rotate these using the groups provided)

Group 1

A1. Labo ilaa seddexdee hay'adadood/urrur oo aad aaminsan tahay in ay u adeegaan baahidaada? Sabab? Which 2-3 groups/organizations do you trust most to serve your interests? Why?

A2. Labo ilaa seddex hay'adadood/urrur oo aad aaminsaneen in ay u adeegaan baahidaada? Hadii ay suurto gal tahay in la wanaajiyo is aaminaada maxaa ay u baahan tahay? Yaa kaalin ka qaadan kara dhisida is aaminaada? Which 2-3 groups/organizations you don't trust least to serve your interests? Why? If it is possible to improve trust what would it take? Who could play a role in building this trust?

B. Sidee ayey dhalinyarada u dayacan yihiin? Sabab? Yaa dayacay? How are youth marginalized? Why? By whom?

Group 2

B. Sidee ayey dhalinyarada u dayacan yihiin? Sabab? Yaa dayacay? How are youth marginalized? Why? By whom?

C1. Isticmaalka diinta ma waxaa ay keentaa xasilooni mise qalalaaso? Sidee? Will the use of religion be a stabilizing or disruptive factor? How?

C2. Isticmaalka dhaqanka iyo hidaha sida suugaanta iyo murtida ma waxaa ay keennaan xasilooni mise qalalaaso? Sidee? Will the use of culture/ traditions such as art and poetry be a stabilizing or disruptive factor? How?

Group 3

C1. Isticmaalka diinta ma waxaa ay keentaa xasilooni mise qalalaaso? Sidee? Will the use of religion be a stabilizing or disruptive factor? How?

C2. Isticmaalka dhaqanka iyo hidaha sida suugaanta iyo murtida ma waxaa ay keennaan xasilooni mise qalalaaso? Sidee? Will the use of culture/ traditions such as art and poetry be a stabilizing or disruptive factor? How?

D1. Waa maxay labo ilaa seddex qaab oo aad muhiim u ah oo ay haweenka ku yeelan karaan kaalin weyn oo mideyn karta bulshada iyo horumarinta dhaqaalaha? Sidee ayaa loo heli taas karaa iyada oo la tixgalinaayo diinta iyo dhaqanka? What are the 2-3 most important ways that women can have greater social cohesion and economic development roles? How can this be done while respecting religion and culture?

D2. Waa maxay labo ilaa seddex qaab oo muhiim ah oo ay haweenku ugu qayb qaataan collaadaha? What are the 2-3 key ways that women contribute to conflicts?

Prompt:

Qeybta hablaha (Contributions of young women)

D3. Waa maxay labo ilaa seddex qaab oo muhiim ah oo ay hawanku ugu qayb qaataan nabad dhalinta? What are the 2-3 most important ways women contribute to peace building?

Prompt:

Qeybta hablaha (Contributions of young women)

Group 4

D1. Waa maxay labo ilaa seddex qaab oo aad muhiim u ah oo ay haweenka ku yeelan karaan kaalin weyn oo mideyn karta bulshada iyo horumarinta dhaqaalaha? Sidee ayaa loo heli taas karaa iyada oo la tixgalinaayo diinta iyo dhaqanka? What are the 2-3 most important ways that women can have greater social cohesion and economic development roles? How can this be done while respecting religion and culture?

D2. Waa maxay labo ilaa seddex qaab oo muhiim ah oo ay haweenku ugu qayb qaataan collaadaha? What are the 2-3 key ways that women contribute to conflicts?

Prompt:

Qeybta hablaha (Contributions of young women)

D3. Waa maxay labo ilaa seddex qaab oo muhiim ah oo ay hawanku ugu qayb qaataan nabad dhalinta? What are the 2-3 most important ways women contribute to peace building?

Prompt:

Qeybta hablaha (Contributions of young women)

E1. Waayo labo ilaa seddex ka mid ah qeybaha bulshada oo aan ugu yaraan heli karin fursadaha dhaqaale, siyaasad iyo adeega bulsho ee deegaankaaga? Fursadaha maxaa ka mid ah? Maxaa laga qaban karaa? Which 2-3 groups have the least social/political/economic opportunities in your area? Which opportunities? What can be done to fix this?

E2. U sinaanta helista fursadaha nolosha ma keeni kartaa xasilooni? Sidee? Would more equal opportunity contribute to stabilization? If yes -How? If no -Why not?

Group 5

E1. Waayo labo ilaa seddex ka mid ah qeybaha bulshada oo aan ugu yaraan heli karin fursadaha dhaqaale, siyaasad iyo adeega bulsho ee deegaankaaga? Fursadaha maxaa ka mid ah? Maxaa laga qaban karaa? Which 2-3 groups have the least social/political/economic opportunities in your area? Which opportunities? What can be done to fix this?

E2. U sinaanta helista fursadaha nolosha ma keeni kartaa xasilooni? Sidee? Would more equal opportunity contribute to stabilization? If yes -How? If no -Why not?

F. Soomaalida qurbaha ma ku yeelan karaan saameyn caadooyinka, dhaqanka iyo bulshada? Sidee? Will the diaspora influence Somali values, traditions and society? If yes -How?

Group 6

F. Soomaalida qurbaha ma ku yeelan karaan saameyn caadooyinka, dhaqanka iyo bulshada? Sidee? Will the diaspora influence Somali values, traditions and society? If yes -How?

G. Nidaamkee siyaasadeed ayaad dooran lahayd/ door bidi lahayd? What political systems would you most prefer?

Prompts:

Nidaam siyaasadeed oo ku saabsan (Political systems related to):

- Maamul goboleed (Regional Administrations)
- Mideysan ama kala madax bannaan (Unified or independent systems)

Not used in Somaliland

Group 7

G. Nidaamkee siyaasadeed ayaad dooran lahayd/ door bidi lahayd? What political systems would you most prefer?

Prompts:

Nidaam siyaasadeed oo ku saabsan (Political systems related to):

- Maamul goboleed (Regional Administrations)

- Mideysan ama kala madax bannaan (Unified or independent systems)

Not used in Somaliland

A1. Labo ilaa seddexdee hay'adadood/urrur oo aad aaminsan tahay in ay u adeegaan baahidaada? Sabab? Which 2-3 groups/organizations do you trust most to serve your interests? Why?

A2. Labo ilaa seddex hay'adadood/urrur oo aad aaminsaneen in ay u adeegaan baahidaada? Hadii ay suurto gal tahay in la wanaajiyo is aaminaada maxaa ay u baahan tahay? Yaa kaalin ka qaadan kara dhisida is aaminaada? Which 2-3 groups/organizations you don't trust least to serve your interests? Why? If it is possible to improve trust what would it take? Who could play a role in building this trust?

Special Group Questions (Add only one of these when interviewing the special groups identified by the question –note it is recognized that these groups are overlapping, so it is left to interviewers to choose the most applicable question in each particular case)

S1. Sidee ayey hay'adaha aan dowliga aheyn u soo dhaweyn doonnaan nidaam u sameynta guud ahaan dhaqaal-aha? Arintaas ma wanaajin doontaa fursadaha shaqo helis ee Soomaalida? How will the private sector respond to greater economic regulation? Will this improve employment opportunities for Somalis?

Add S1 for:

- Business people (other than small farmers)
- Officials involved in making decisions or policy relating to business
- Donor or Implementing partner staff involved in business-related programs
- Staff of other NGOs or organizations involved in the business sector

S2a. Waa maxay labada ilaa seddexda arrimood oo abaaraha iyo dhibaatooyinka dabiiciga ah ay keenaan oo saameynta ugu muhiimsan ku yeelan kara Soomaalida? What will be the 2-3 most important impacts on Somali people due to drought and other natural disasters?

S2b. Sidee ayay maamulada u xallin karaan khilaafyada ka dhasha khayraadka dabiiciga oo ay ka mid yihiin dhulku iyo biyaha? How will authorities settle disputes over common natural resources, including land and water?

Add S2a & S2b for:

- Farmers (including livestock farmers)
- Officials involved in making decisions or policy relating to agriculture
- USAID or Implementing partner staff involved in agriculture programs
- Staff of other donors, NGOs or organizations involved in the agriculture sector
- Community leaders

- Other officials involved in conflict mitigation

S3. Sidee ayey barnaamijyada u yeelan karaan lahaansho Soomaaliyeed? How can programs best gain Somali ownership?

Add S3 for:

- USAID or implementing partner program managers
- Recipients of past TIS grants
- TIS grant applicants